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**NATIONAL COMMUNICATIONS SYSTEM**

OFFICE OF THE MANAGER  
WASHINGTON, D.C. 20305

IN REPLY REFER TO:

NCS-P

20 AUG 1969

25X1  
[Redacted]  
Director of Communications  
Central Intelligence Agency  
Washington, D.C. 20505

25X1  
Dear [Redacted]:

In my letter of early April, I generally expressed some of my personal views on the NCS and its management. Since that time, my staff has been working to define more precisely our respective roles in system planning, engineering, and implementation. It now appears that any further attempts at this time to elaborate on these responsibilities in the absence of more precisely defined NCS goals would be premature.

The Executive Agent responsibilities which have been delegated to me clearly demand that I play a leadership role in the planning and design of the NCS; however, these responsibilities must be carried out within the framework of mutually agreed and specific NCS objectives. An example of such a mutually agreed objective might be the establishment of the Integrated Trunking System as described in the Long Range Concept Study. In this regard, as I have previously stated, I would not envision my NCS planning and engineering role as being concerned with the detailed engineering of the multi-purpose or special-purpose agency networks. My concern would rest primarily with the Integrated Trunking System and its interfaces with the subscriber networks. Of course, this would, of necessity, affect some of the standards and procedures used in the subscriber networks.

As we proceed along the evolutionary path toward a more unified NCS, we may mutually agree that it is desirable to establish specific NCS objectives in other functional areas.

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For example, we might examine the benefits of integrating the NCS record networks. If we mutually agree that this is a potentially fruitful area for further system studies, I would exercise my NCS planning and design responsibilities in carrying out the detailed studies necessary to validate the concept, develop the necessary plans, design the system, and monitor its implementation.

I believe that our respective planning and engineering roles are described adequately in the 21 August 1963 NCS documents and do not require further definition at this time. Consequently, I have ceased efforts to prepare a policy memorandum on this subject.

I would appreciate any comments you may wish to make on these thoughts.

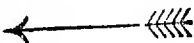
Sincerely,

Signed

RICHARD P. KLOCKO  
Lieutenant General, USAF  
Manager

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